



# PITTS LEADERSHIP CONSULTING

## CASE STUDIES



# CONTENTS

**1 – Restructuring to align with institutional vision and student success**

**Client: Northeastern University**

**2 – Leading compelling conversations to amplify gender equity allyship**

**Client: TD Bank Group**

**3 – Strengthening Employee Resource Group success via people, purpose and process**

**Client: Global, double-unicorn all-in-one SaaS company**

**4 – Collaborating to clarify and communicate school vision, mission and values**

**Client: Parsons School of Fashion**

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## About Pitts Leadership Consulting

PLC is a human capital consulting company specializing in organizational health and business readiness. Organizations must sustain high performance over time and have the ability to adapt to challenges, opportunities and disruptions while engaging employees along the way. Our purpose is to help organizations create the conditions that drive employee retention and performance to amplify profitability and impact. We collaborate with clients to amplify organizational resilience without sacrificing employees in the process.

PLC's services include consulting, advising, training and facilitation, coaching (individual, team, group) and keynote speaking. Our Client Services team expertise spans organizational development, learning and development, strategic and operational HR and diversity, equity, inclusion and belonging. PLC is known for being thorough, thoughtful and compassionate in our work while addressing accountability. Launched in 2019 and formally established in 2020, we're an NMSDC-Certified Minority Business Enterprise and a WBENC-Certified Women's Business Enterprise.

# Restructuring to align with institutional vision and student success



## Client



## Industry

Higher Education

## Our Role

Provide organization development experience to support team readiness and resilience.

### Situation

In Summer 2023, the University Registrar announced that the office would shift from a task-driven to a service-driven operating model to be more nimble, agile and responsive to student needs as the university's footprint grows.

### Solution

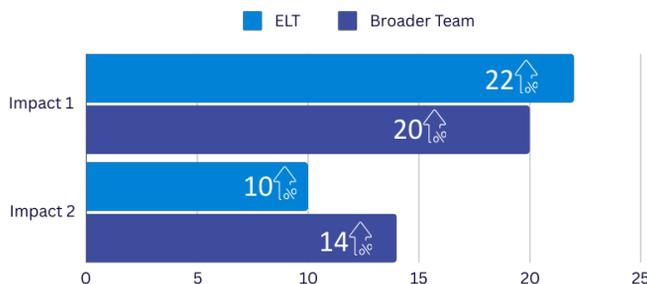
PLC designed and delivered the "Serving with Care" experience that included advising, training and facilitation and consulting to help the 43 member Registrar's Office team navigate change. The ideal outcome was for the team to reimagine behaviors, processes and ways of working to enhance effectiveness and resilient leadership.

### Implementation

- **Executive Leadership Team**
  - Co-created experience design and implementation plan with Registrar
  - Provided ongoing advising to evaluate progress towards stated objectives and iterated accordingly
  - Facilitated 3 in-person and virtual ELT retreats to enable ideation and action planning
- **Broader Team**
  - Facilitated 2 virtual workshops to anchor strengths-based leadership principles, internal process enhancements and individual wellbeing practices
- **All Team**
  - Facilitated in-person conference to promote idea generation and build community
- **Engagement Management**
  - Owned the design, development and deployment of all assessments, surveys, reports, content and collateral
  - Documented, organized and shared insights and action items to enable timely next steps
  - Supported preparation for and execution of team conference

### Impact Data

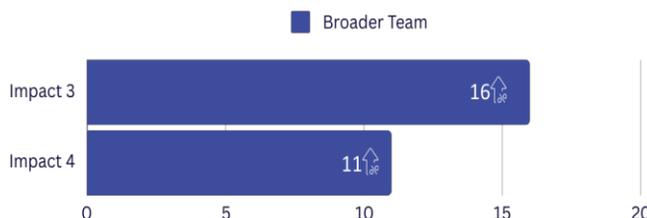
ELT and Broader Team - Impacts 1 and 2 show a comparative increase for both teams.



Impact 1 -The team has replicable strategies that enable transparent, constructive communication.

Impact 2 -The team's systems and processes are designed with equity in mind.

Broader Team - Impacts 3 and 4 highlight the increase for this team



Impact 3 – Our team goals are in complete alignment.

Impact 4 – I am energized by the work I do.

\*The above data represents the percentage change of pre-to-post confidence assessment using the same respondents. 1 to 10 Likert Scale.

### EXECUTIVE SPONSOR TESTIMONIAL

"I am so proud of the program design, execution, and outcomes to support the Registrar's Office reorganization! My team is stronger in leaps and bounds. PLC's strengths-focused approach helps people move forward in a positive, productive, and intentional way. Shamis has a way of tapping into what makes people tick and getting to the root of what is most important for them, while recognizing the whole person."

Rebecca Hunter, AVP and University Registrar

## CONTACT US

PITTS LEADERSHIP CONSULTING  
NEW YORK, NY

<https://pittsleadership.com/>  
E: [shamis@pittsleadership.com](mailto:shamis@pittsleadership.com)



# Leading compelling conversations to amplify gender equity allyship



## Client



## Industry

Financial Services

## Our Role

Delivered gender equity allyship learning experience

## Situation

TD Bank Group (“TD”) is committed to increasing gender equity allyship to support the advancement of women at TD, specifically, and to enhancing equity and inclusion, broadly, across the organization to support its culture. TD had existing content and required external support to deliver a comprehensive, cohort-based learning experience.

## Solution

PLC, given our extensive experience in leadership and organizational development, as well as diversity, equity, inclusion and belonging-related services, was tapped to engage line of business leaders in the multi-part learning experience that leveraged content and instructor-led peer learning to increase leader knowledge, self-awareness and action.

## Implementation

- Delivered 11 cohorts across 5 Lines of Business – 150 executives, AVP and above – over an 18 month period.
- Facilitated authentic discussions that enabled participants to share experiences, question assumptions and broaden perspective in a safe space.
- Coordinated and collaborated with Executive Sponsors to efficiently and effectively manage the nuances of program delivery, including pre/post assessment and cohort communications.

## IMPACT

I am aware of how my gender shapes my perspectives and behaviors.



I feel personally accountable for supporting women’s development and advancement.



Pre-to-post learning comparison for level of agreement = 5 (1 – 5 scale). Percent change in the level of agreement.

## TESTIMONIAL

“This program has been very effective to spread the message of allyship across TD Bank. The cohorts are quite interactive, with a mix of facilitated content as well as breakout sessions that allow participants to actively engage – having honest conversation about sensitive topics and sharing observations from the coursework.

The interview pre-work is particularly impactful and always leads to active discussion regarding individual findings. Highly recommend to anyone that manages teams.”

**Barry Baird – Head of Payments Capability and Delivery, AMCB**

## PARTICIPANT INSIGHTS

“You need to ask for feedback and encourage dialogue to continue to grow and learn in this space. You don't know what you don't know and always have room to improve.”

“Hearing how women of all professional and seniority levels still deal with the challenges of gender bias is something that has stuck with me.”

## IMPACT

I know specific actions I can take to support gender equity.



I’ve acted intentionally to support gender equity in the last 10 days.



Pre-to-post learning comparison. Percent change in weighted average.

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<https://pittsleadership.com/>  
E: [shamis@pittsleadership.com](mailto:shamis@pittsleadership.com)



# Strengthening Employee Resource Group success via people, purpose and process



## Client



## Industry

Technology

## Our Role

Design and deliver multi-modal experience to enhance Employee Resource Group outcomes.

## Situation

A global, double-unicorn all-in-one SaaS company launched Employee Resource Groups (ERG) in 2022 to support its nascent internal diversity, equity and inclusion efforts; however, the ERGs were floundering. The ERGs lacked focus and People Operations wanted to help ERG leaders receive support, individually and collectively, to enable them to effectively and efficiently lead while managing their current workload.

## Solution

PLC, given our extensive experience in organization development, learning and development, and diversity, equity, inclusion and belonging-related services, was tapped to deliver an ERG leader experience to close immediate gaps in ERG structures and internal processes.

## Implementation

- **Assessment:** Conducted 6 individual ERG leader interviews to understand their perspectives on ERG purpose and goals, as well as learn about their personal experiences and challenges related to the work.
  - Created initial interview guide to norm data collection and anonymized feedback report to support recommendations for future leader support.
- **Consulting:** Created a resource toolkit, including, but not limited to
  - Member survey to gather participant insights and enhance engagement
  - ERG charter template
  - Leader best practice handbook
  - Effective meeting management guidance
- **Advising:** Facilitated 3 group discussions and shared insights to support development of purpose statements, meeting norms and working agreements.
- **Coaching:** Provided 1/1 coaching to address leader challenge that was negatively impacting group success.

## DOUBLE UNICORN CLIENT TESTIMONIAL

"PLC provided structure and best practices for our ERGs to align better with the business. Before their expertise, our groups were operating in silos and without purpose. Through a strategic variety of coaching and assessments, they helped set up our ERGs that now provide a community and a sense of belonging. As a people leader, Shamis and her team were instrumental to improving our employee engagement, as well as advising and educating us in this space."

Director, People Business Partner and Programs

## PAST ERGS SUPPORTED

- Black/African-American
- Black, Indigenous, People of Color
- LGBTQIA+
- People with disabilities
- Women
- Veterans
- Early career

## OTHER ENGAGEMENTS VIA PARTNERS

- Coached 16 ERG leaders at 2 different companies
- Designed and delivered a global ERG leader workshop on best practices for creating and sustaining belonging
- Advised 15 ERG leaders within a org vertical

Industries: financial services, multinational technology, resources, digital entertainment

## COACHING CLIENT TESTIMONIAL

"Shamis is gifted. To describe her any other way would be insufficient. She has a unique ability to help you get out of your own way. I went into my first executive coaching session with her one way and came out another. I look back over my sessions and the growth I've experienced is truly amazing. I underestimated my impact and what I brought to the table. She helped me identify my areas of genius. She challenged me in ways I've never been challenged."

Black/African-American ERG Leader, Fortune 500 Financial Services Company

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# Collaborating to clarify and communicate school vision, mission and values



**Industry**  
Higher Education

**Our Role**  
Design and implement stakeholder experience to enhance organizational alignment.

## Situation

Parsons School of Fashion (“SOF”) hired a new Dean prior to the 2021-22 academic year. Given the shifts in the fashion industry and in the world, the Dean wanted to provide the SOF community with the opportunity to share perspectives and examine the school’s purpose.

## Solution

PLC was engaged to design and implement the “VisionSOF: Reimagining Our Purpose” initiative, a comprehensive, collaborative and transparent process to engage students, full-time and part-time faculty, staff and alumni. The ideal outcome was to revise/refine SOF’s mission statement and guiding principles, as well as identify concrete actions to move SOF’s new vision into practice.

## Implementation

### Advising

- Collaborated with the Dean on initiative design and implementation plan
- Shared insights and provided guidance to evaluate progress towards stated objectives

### Consulting

- **Assessments and Surveys:** Owned the design, development and deployment of data collection and reporting tools to implement the working group nomination and selection process and stakeholder surveys
- **Initiative Management:** Owned effective meeting management for 16 person working group, including facilitation to identify and synthesize patterns, insights and action items
  - Working group composed of staff, full-time and part-time faculty and students (50% of group)
- **Communications**
  - Developed all stakeholder communications to ensure thorough, consistent and timely messaging
  - Designed and maintained publicly-facing microsite to ensure availability of key information

## EXECUTIVE SPONSOR TESTIMONIAL

“As we developed our renewed vision and values for the School of Fashion, we collaborated with PLC. Their amazing team helped ground this work in meaningful community engagement and a transparent process. PLC oversaw the timeline and deliverables, while thoughtfully incorporating changes as new items emerged through the project. Their outstanding strategic guidance and project management led to the successful outcome of the project.”

**Ben Barry, Dean, School of Fashion, Parsons School of Design**

## WORKING GROUP PARTICIPANT TESTIMONIAL

“Community is driven by a sense of purpose. Although respecting individual perspectives can be complicated, there can be shifts toward respecting individual perspectives as part of achieving larger goals. PLC and Dean Ben Barry guided VisionSOF's purpose to align its goals with a diverse group of voices in the community with an emphasis on honoring belonging. This was for me an invaluable experience that I continue to consider as a professional in the field.”

**Tonya Blazio-Licorish, Part-Time Faculty, Parsons School of Fashion**

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